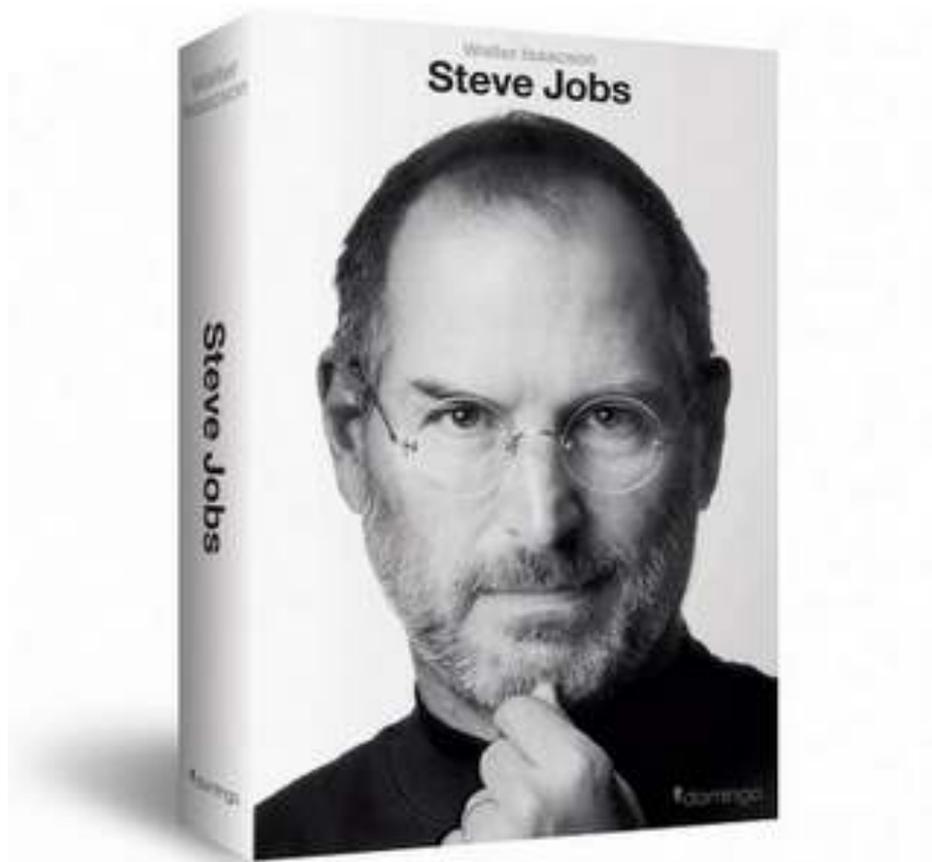


Notes Of The Steve Jobs by Walter Isaac

by
Kirti Prakash



“ I learned the truth of the Zen saying that if you are willing to travel around the world to meet a teacher, one will appear next door. ”

“ I told him, ‘Pretend to be completely in control and people will assume that you are. ’

“ His argument was that a great engineer would be remembered only if he teamed with a great marketer, and this required him to commit his designs to the partnership. ”

“ Jobs’s design philosophy: “Simplicity is the ultimate sophistication.”

“ The best way to predict the future is to invent it” and “People who are serious about software should make their own hardware.”

“ As Regis McKenna later said, “Woz designed a great machine, but it would be sitting in hobby shops today were it not for Steve Jobs.” Nevertheless most people considered the Apple II to be Wozniak’s creation. That would spur Jobs to pursue the next great advance, one that he could call his own.”

“ But his more important goal, he said, was to do what Hewlett and his friend David Packard had done, which was create a company that was so imbued with innovative creativity that it would outlive them ”

“ Jobs wrote poetry and played guitar. He could be brutally cold and rude to her at times, but he was also entrancing and able to impose his will. “He was an enlightened being who was cruel,” she recalled. “That’s a strange combination.”

“People DO judge a book by its cover,” he wrote. “We may have the best product, the highest quality, the most useful software etc.; if we present them in a slipshod manner, they will be perceived as slipshod; if we present them in a creative, professional manner, we will impute the desired qualities.”

“Jobs occasionally endorsed this view, with pride. As he once said, “Picasso had a saying—‘good artists copy, great artists steal’—and we have always been shameless about stealing great ideas.”

“Steve had a way of motivating by looking at the bigger picture.”

“I, too, was intolerant of those who couldn’t live up to my demands.”

“Jobs had always been able to draw energy by imagining himself as a rebel pitted against the forces of darkness. Now he was able to energize his troops with the same vision. “

“You have to be ruthless if you want to build a team of A players. “It’s too easy, as a team grows, to put up with a few B players, and they then attract a few more B players, and soon you will even have some C players, “

“The Macintosh experience taught me that A players like to work only with other A players, which means you can’t indulge B players. “

“On the day he unveiled the Macintosh, a reporter from Popular Science asked Jobs what type of market research he had done. Jobs responded by scoffing, “Did Alexander Graham Bell do any market research before he invented the telephone? “

“When asked about his obsessive concern over the look of the factory, Jobs said it was a way to ensure a passion for perfection “

“There’s an old Hindu saying that goes, ‘In the first 30 years of your life, you make your

habits. For the last 30 years of your life, your habits make you.' Come help me celebrate mine."

" A great company must be able to impute its values from the first impression it makes."

" Jobs had always indulged his obsession that the unseen parts of a product should be crafted as beautifully as its façade, just as his father had taught him when they were building a fence. "

" Part of my responsibility is to be a yardstick of quality. Some people aren't used to an environment where excellence is expected. "

" Even though the building was brand-new, Jobs insisted that the elevators be moved so that the entrance lobby would be more dramatic. As a centerpiece, Jobs commissioned I. M. Pei to design a grand staircase that seemed to float in the air. The contractor said it couldn't be built. Jobs said it could, and it was. Years later Jobs would make such staircases a feature at Apple's signature stores."

" One of Jobs's management philosophies was that it is crucial, every now and then, to roll the dice and "bet the company" on some new idea or technology. "

" The quote he chose was from Lewis Carroll's *Through the Looking Glass*. After Alice laments that no matter how hard she tries she can't believe impossible things, the White Queen retorts, "Why, sometimes I've believed as many as six impossible things before breakfast."

" Jobs did what he would often do in product demonstrations: reel off the features,

describe them as being “worth thousands and thousands of dollars,” and get the audience to imagine how expensive it really should be. Then he announced what he hoped would seem like a low price: “We’re going to be charging higher education a single price of \$6,500.” From the faithful, there was scattered applause. “

“ Instead she decided the work was unedifying. “You could be really successful,” she said, “but you’re just contributing to capital formation.”

“ My view is that people are creative animals and will figure out clever new ways to use tools that the inventor never imagined,”

“He cared more about being inventive than about making money, and he never got rich. He never left California. His ideas came from reading books in the library and Architectural Digest.”

“ Over there and see the latest 10% improvement. Steve is obsessed with getting it right—both the story and the technology—and isn’t satisfied with anything less than perfection.”

“ Apple is about people who think outside the box, who want to use computers to help them change the world.”

“ We’re trying to get back to the basics of great products, great marketing, and great distribution. Apple has drifted away from doing the basics really well.”

“ It’s kind of fun to do the impossible,” Walt Disney once said. That was the type of attitude that appealed to Jobs. He admired Disney’s obsession with detail and design, and he felt that there was a natural fit between Pixar and the movie studio that Disney

had founded.”

“Deciding what not to do is as important as deciding what to do,” he said. “That’s true for companies, and it’s true for products.”

“ People who know what they’re talking about don’t need PowerPoint.”

“ Steve kept impressing on us that the design was integral to what would make us great,” said Schiller.”

“ they even went to a jelly bean factory to study how to make translucent colors look enticing. “

“ Engineers are taught to make a decision analytically, but there are times when relying on gut or intuition is most indispensable.”

“ Jobs disagreed. Apple stores should be in malls and on Main Streets—in areas with a lot of foot traffic, no matter how expensive. “We may not be able to get them to drive ten miles to check out our products, but we can get them to walk ten feet,” he said. The Windows users, in particular, had to be ambushed: “If they’re passing by, they will drop in out of curiosity, if we make it inviting enough, and once we get a chance to show them what we have, we will win.”

“ If something isn’t right, you can’t just ignore it and say you’ll fix it later,” he said. “That’s what other companies do.”

“ In addition, he had insisted on end-to-end control: Gap stores sold only Gap products, and Gap products were sold almost exclusively in Gap stores. “I left the department

store business because I couldn't stand not controlling my own product, from how it's manufactured to how it's sold," Drexler said. "Steve is just that way, which is why I think he recruited me."

"I became even more of a believer in providing end-to-end solutions," he recalled.

"The mark of an innovative company is not only that it comes up with new ideas first, but also that it knows how to leapfrog when it finds itself behind."

"If you need slides, it shows you don't know what you're talking about."

"Poetry connected to engineering, arts and creativity intersecting with technology, design that's bold and simple"

"Tech companies don't understand creativity. They don't appreciate intuitive thinking"

"In the end, you just don't want someone else to control a big part of the user experience. People may disagree with me, but I am pretty consistent about that."

"The job of art is to chase ugliness away."

"One of Jobs's business rules was to never be afraid of cannibalising yourself. "If you don't cannibalise yourself, someone else will," he said. So even though an iPhone might cannibalise sales of an iPod, or an iPad might"

"Even the number of models we'd make of a new notebook or iPod. We would start off with a version and then begin refining and refining, doing detailed models of the

design, or the buttons, or how a function operates. It's a lot of work, but in the end it just gets better, and soon it's like, "Wow, how did they do that?!? Where are the screws?"

"There's a classic thing in business, which is the second-product syndrome," Jobs later said. It comes from not understanding what made your first product so successful. "I lived through that at Apple. My feeling was, if we got through our second film, we'd make it."

"Steve had this firm belief that the right kind of building can do great things for a culture," said Pixar's president Ed Catmull.

"Steve Jobs product. Alex Haley once said that the best way to begin a speech is "Let me tell you a story." Nobody is eager for a lecture, but everybody loves a story. And that was the approach Jobs chose. "Today, I want to tell you three stories from my life," he began. "That's it. No big deal. Just three stories."

"The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything."

"A closed system may be the only way to deliver the kind of techno-Zen experience that Apple has become known for."

"Because the iPad allowed the use of both apps and web browsing, it was not at war with the web model. But it did offer an alternative, for both the consumers and the creators of content."

“ Steve’s genius is that he knows how to make things simple, and that sometimes requires controlling everything.”

“ They don’t want people to be on their platform without permission. The benefits of a closed platform is control. But Google has a specific belief that open is the better approach, because it leads to more options and competition and consumer choice.”

“ I like being responsible for the whole user experience. We do it not to make money. We do it because we want to make great products, not crap like Android.”

“ It’s in Apple’s DNA that technology alone is not enough. We believe that it’s technology married with the humanities that yields us the result that makes our heart sing.”

“ The musician Bono, who later became a friend of Jobs, often discussed with him why those immersed in the rock-drugs-rebel counterculture of the Bay Area ended up helping to create the personal computer industry. “The people who invented the twenty-first century were pot-smoking, sandal-wearing hippies from the West Coast like Steve, because they saw differently,” he said. “The hierarchical systems of the East Coast, England, Germany, and Japan do not encourage this different thinking. The sixties produced an anarchic mind-set that is great for imagining a world not yet in existence.”

“ He could be very engaged with you in one moment, but then very disengaged. There was a side to him that was frighteningly cold.” When Jobs did not want to deal with a distraction, he sometimes just ignored it, as if he could will it out of existence. At times he was able to distort reality not just for others but even for himself. ”

“ It turns out that the Americans make washers and dryers all wrong. The Europeans

make them much better—but they take twice as long to do clothes! It turns out that they wash them with about a quarter as much water and your clothes end up with a lot less detergent on them. Most important, they don't trash your clothes. They use a lot less soap, a lot less water, but they come out much cleaner, much softer, and they last a lot longer. We spent some time in our family talking about what's the trade-off we want to make. We ended up talking a lot about design, but also about the values of our family. Did we care most about getting our wash done in an hour versus an hour and a half? Or did we care most about our clothes feeling really soft and lasting longer? Did we care about using a quarter of the water? We spent about two weeks talking about this every night at the dinner table."

" For the rest of his career, Jobs would understand the needs and desires of customers better than any other business leader, he would focus on a handful of core products, and he would care, sometimes obsessively, about marketing and image and even the details of packaging. "When you open the box of an iPhone or iPad, we want that tactile experience to set the tone for how you perceive the product," he said. "Mike taught me that."

" At the root of the reality distortion was Jobs's belief that the rules didn't apply to him. He had some evidence for this; in his childhood, he had often been able to bend reality to his desires. Rebelliousness and wilfulness were ingrained in his character. He had the sense that he was special, a chosen one, an enlightened one. "He thinks there are a few people who are special—people like Einstein and Gandhi and the gurus he met in India—and he's one of them,"

" Products have an essence to them, a purpose for which they were made. If the object were to have feelings, these would be based on its desire to fulfill its essence. The

purpose of a glass, for example, is to hold water; if it had feelings, it would be happy when full and sad when empty. The essence of a computer screen is to interface with a human. The essence of a unicycle is to be ridden in a circus. As for toys, their purpose is to be played with by kids, and thus their existential fear “

“ It was an architecture that was bred not just into the organisation he had built, but into his own soul.”

“Jobs was able to encourage people to define themselves as anti-corporate, creative, innovative rebels simply by the computer they used. “Steve created the only lifestyle brand in the tech industry,” Larry Ellison said. “There are cars people are proud to have —Porsche, Ferrari, Prius—because what I drive says something about me. People feel the same way about an Apple product.”

“ and running about why he needed great stores. If Apple is going to succeed, he told me, we’re going to win on innovation. And you can’t win on innovation unless you have a way to communicate to customers.”

“ What are the ten things we should be doing next?” People would fight to get their suggestions on the list. Jobs would write them down, and then cross off the ones he decreed dumb. After much jockeying, the group would come up with a list of ten. Then Jobs would slash the bottom seven and announce, “We can only do three.”

“ That was the fundamental principle Jobs and Ive shared. Design was not just about what a product looked like on the surface. It had to reflect the product’s essence. “In most people’s vocabularies, design means veneer,” Jobs told Fortune shortly after retaking the reins at Apple. “But to me, nothing could be further from the meaning of

design. Design is the fundamental soul of a man-made creation that ends up expressing itself in successive outer layers.”

“ When he was turning thirty, Jobs had used a metaphor about record albums. He was musing about why folks over thirty develop rigid thought patterns and tend to be less innovative. “People get stuck in those patterns, just like grooves in a record, and they never get out of them,” he said. At age forty-five, Jobs was now about to get out of his groove. “

“There’s a temptation in our networked age to think that ideas can be developed by email and iChat,” he said. “That’s crazy. Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘Wow,’ and soon you’re cooking up all sorts of ideas.”

“ Why it might be necessary to break with Disney, and he assured them that Pixar as an institution had to keep looking forward to be successful. “He has the absolute ability to make you believe,”

“ By bundling hardware, software, and services, and controlling them tightly, Apple is consistently able to get the jump on its rivals and roll out polished products.” They agreed that the iPad would be the clearest test of this question since the original Macintosh. “Apple has taken its control-freak rep to a whole new level with the A4 chip that powers the thing,” wrote Fortt. “Cupertino now has absolute say over the silicon, device, operating system, App Store, and payment system.”

“ In many consumer product companies, there’s tension between the designers, who want to make a product look beautiful, and the engineers, who need to make sure it fulfils its functional requirements. At Apple, where Jobs pushed both design and engineering to the edge, that tension was even greater.”

“ The most Zen of all simplicities was Jobs’s decree, which astonished his colleagues, that the iPod would not have an on-off switch. It became true of most Apple devices. “

“ widget—from design to hardware to software to content—he wanted all departments at the company to work together in parallel. The phrases he used were “deep collaboration” and “concurrent engineering.” Instead of a development process in which a product would be passed sequentially from engineering to design to manufacturing to marketing and distribution, these various departments collaborated simultaneously. “Our method was to develop integrated products, and that meant our process had to be integrated and collaborative,” Jobs said. “

“ Screen of the user interface and apply a rigid test: If he wanted a song or a function, he should be able to get there in three clicks. And the click should be intuitive. If he couldn’t figure out how to navigate to something, or if it took more than three clicks, he would be brutal. “There would be times when we’d rack our brains on a user interface problem, and think we’d considered every option, and he would go, ‘Did you think of this?’” said Fadell. “And then we’d all go, ‘Holy shit.’ He’d redefine the problem or approach, and our little problem would go away.”

“ He attributed his ability to focus and his love of simplicity to his Zen training. It honed his appreciation for intuition, showed him how to filter out anything that was distracting or unnecessary, and nurtured in him an aesthetic based on minimalism. ”

“ Using an Apple product could be as sublime as walking in one of the Zen gardens of Kyoto that Jobs loved, and neither experience was created by worshipping at the altar of openness or by letting a thousand flowers bloom. Sometimes it’s nice to be in the hands of a control freak. ”

“ That’s what Walt Disney did, and Hewlett and Packard, and the people who built Intel. They created a company to last, not just to make money. That’s what I want Apple to be. ”

“ As a result, the process of designing a product at Apple was integrally related to how it would be engineered and manufactured. Ive described one of Apple’s Power Macs. “We wanted to get rid of anything other than what was absolutely essential,” he said. “To do so required total collaboration between the designers, the product developers, the engineers, and the manufacturing team. We kept going back to the beginning, again and again. Do we need that part? Can we get it to perform the function of the other four parts?” The connection between the design of a product, its essence, and its manufacturing was illustrated for Jobs and Ive when they were traveling in France and went into a kitchen supply store. Ive picked up a knife he admired, but then put it down in disappointment. Jobs did the same. “We both noticed a tiny bit of glue between the handle and the blade,” Ive recalled. They talked about how the knife’s good design had been ruined by the way it was manufactured. “We don’t like to think of our knives as being glued together,” Ive said. “Steve and I care about things like that, which ruin the purity and detract from the essence of something like a utensil, and we think alike

about how products should be made to look pure and seamless.”

“ Early on, Mike Markkula had taught Jobs to “impute”—to understand that people do judge a book by its cover—and therefore to make sure all the trappings and packaging of Apple signaled that there was a beautiful gem inside. Whether it’s an iPod Mini or a MacBook Pro, Apple customers know the feeling of opening up the well-crafted box and finding the product nestled in an inviting fashion. “Steve and I spend a lot of time on the packaging,” said Ive. “I love the process of unpacking something. You design a ritual of unpacking to make the product feel special. Packaging can be theater, it can create a story.”

“ Some people say, “Give the customers what they want.” But that’s not my approach. Our job is to figure out what they’re going to want before they do. I think Henry Ford once said, “If I’d asked customers what they wanted, they would have told me, ‘A faster horse!’” People don’t know what they want until you show it to them. That’s why I never rely on market research. Our task is to read things that are not yet on the page.”

“ This approach also applied to key hires. He would have candidates meet the top leaders—Cook, Tevanian, Schiller, Rubinstein, Ive—rather than just the managers of the department where they wanted to work. “Then we all get together without the person and talk about whether they’ll fit in,” Jobs said. His goal was to be vigilant against “the bozo explosion” that leads to a company’s being larded with second-rate talent: For most things in life, the range between best and average is 30% or so. The best airplane flight, the best meal, they may be 30% better than your average one. What I saw with Woz was somebody who was fifty times better than the average engineer. He could have meetings in his head. The Mac team was an attempt to build a whole team like that, A players. People said they wouldn’t get along, they’d hate

working with each other. But I realized that A players like to work with A players, they just didn't like working with C players. At Pixar, it was a whole company of A players. When I got back to Apple, that's what I decided to try to do. You need to have a collaborative hiring process. When we hire someone, even if they're going to be in marketing, I will have them talk to the design folks and the engineers. My role model was J. Robert Oppenheimer. I read about the type of people he sought for the atom bomb project. I wasn't nearly as good as he was, but that's what I aspired to do. The process could be intimidating, but Jobs had an eye for talent. When they were looking for people to design the graphical interface for Apple's new operating system, Jobs got an email from a young man and invited him in. The applicant was nervous, and the meeting did not go well. Later that day Jobs bumped into him, dejected, sitting in the lobby. The guy asked if he could just show him one of his ideas, so Jobs looked over his shoulder and saw a little demo, using Adobe Director, of a way to fit more icons in the dock at the bottom of a screen. When the guy moved the cursor over the icons crammed into the dock, the cursor mimicked a magnifying glass and made each icon balloon bigger. "I said, 'My God,' and hired him on the spot," Jobs recalled. The feature became a lovable part of Mac OS X, and the designer went on to design such things as inertial scrolling for multi-touch screens (the delightful feature that makes the screen keep gliding for a moment after you've finished swiping). "

"Jobs described Mike Markkula's maxim that a good company must "impute"—it must convey its values and importance in everything it does, from packaging to marketing. Johnson loved it. It definitely applied to a company's stores. "The store will become the most powerful physical expression of the brand," he predicted. He said that when he was young he had gone to the wood-paneled, art-filled mansion-like store that Ralph Lauren had created at Seventy-second and Madison in Manhattan. "Whenever I buy a polo shirt, I think of that mansion, which was a physical expression of Ralph's ideals,"

Johnson said. "Mickey Drexler did that with the Gap. You couldn't think of a Gap product without thinking of the great Gap store with the clean space and wood floors and white walls and folded merchandise." When they finished, they drove to Apple and sat in a conference room playing with the company's products. There weren't many, not enough to fill the shelves of a conventional store, but that was an advantage. The type of store they would build, they decided, would benefit from having few products. It would be minimalist and airy and offer a lot of places for people to try out things.

"Most people don't know Apple products," Johnson said. "They think of Apple as a cult. You want to move from a cult to something cool, and having an awesome store where people can try things will help that." The stores would impute the ethos of Apple products: playful, easy, creative, and on the bright side of the line between hip and intimidating."

"He had asked them all to describe the best service they'd ever enjoyed. Almost everyone mentioned some nice experience at a Four Seasons or Ritz-Carlton hotel. So Johnson sent his first five store managers through the Ritz-Carlton training program and came up with the idea of replicating something between a concierge desk and a bar. "What if we staffed the bar with the smartest Mac people," he said to Jobs. "We could call it the Genius Bar." Jobs called the idea crazy. He even objected to the name.

"You can't call them geniuses," he said. "They're geeks. They don't have the people skills to deliver on something called the genius bar." Johnson thought he had lost, but the next day he ran into Apple's general counsel, who said, "By the way, Steve just told me to trademark the name 'genius bar.'"

"The PC as the centerpiece." It was at that moment that Jobs launched a new grand

strategy that would transform Apple—and with it the entire technology industry. The personal computer, instead of edging toward the sidelines, would become a “digital hub” that coordinated a variety of devices, from music players to video recorders to cameras. You’d link and sync all these devices with your computer, and it would manage your music, pictures, video, text, and all aspects of what Jobs dubbed your “digital lifestyle.” Apple would no longer be just a computer company—indeed it would drop that word from its name—but the Macintosh would be reinvigorated by becoming the hub for an astounding array of new gadgets, including the iPod and iPhone and iPad. “

“ Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help me make the big choices in life. Because almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart. “

“ When he first talked to Jobs, he admitted the revelation that had occurred to him in Hong Kong and how it convinced him that Disney badly needed Pixar. “That’s why I just loved Bob Iger,” recalled Jobs. “He just blurted it out. Now that’s the dumbest thing you can do as you enter a negotiation, at least according to the traditional rule book. He just put his cards out on the table and said, ‘We’re screwed.’ I immediately liked the guy, because that’s how I worked too. Let’s just immediately put all the cards on the table and see where they fall.” (In fact that was not usually Jobs’s mode of operation. He often began negotiations by proclaiming that the other company’s products or services sucked.) “

“ My passion has been to build an enduring company where people were motivated to make great products. Everything else was secondary. Sure, it was great to make a profit, because that was what allowed you to make great products. But the products, not the profits, were the motivation. Sculley flipped these priorities to where the goal was to make money. It’s a subtle difference, but it ends up meaning everything: the people you hire, who gets promoted, what you discuss in meetings. ”

“ Products, because we care about the user, and because we like to take responsibility for the entire experience rather than turn out the crap that other people make.” He also believed he was doing people a service: “They’re busy doing whatever they do best, and they want us to do what we do best. Their lives are crowded; they have other things to do than think about how to integrate their computers and devices.”

“ So he had the Pixar building designed to promote encounters and unplanned collaborations. “If a building doesn’t encourage that, you’ll lose a lot of innovation and the magic that’s sparked by serendipity,” he said. “So we designed the building to make people get out of their offices and mingle in the central atrium with people they might not otherwise see.” The front doors and main stairs and corridors all led to the atrium, the café and the mailboxes were there, the conference rooms had windows that looked out onto it, and the six-hundred-seat theater and two smaller screening rooms all spilled into it. “Steve’s theory worked from day one,” Lasseter recalled. “I kept running into people I hadn’t seen for months. I’ve never seen a building that promoted collaboration and creativity as well as this one.” Jobs even went so far as to decree that there be only two huge bathrooms in the building, one for each gender, connected to the atrium. “He felt that very, very strongly,” recalled Pam Kerwin, Pixar’s general manager. “Some of us felt that was going too far. One pregnant woman said she shouldn’t be forced to walk for ten minutes just to go to the bathroom, and that led to

a big fight.” It was one of the few times that Lasseter disagreed with Jobs. They reached a compromise: there would be two sets of bathrooms on either side of the atrium on both of the two floors. Because the building’s steel beams were going to be visible, Jobs pored over samples from manufacturers across the country to see which had the best color and texture. He chose a mill in Arkansas, told it to blast the steel to a pure color, and made sure the truckers used caution not to nick any of it. “

“ I have my own theory about why decline happens at companies like IBM or Microsoft. The company does a great job, innovates and becomes a monopoly or close to it in some field, and then the quality of the product becomes less important. The company starts valuing the great salesmen, because they’re the ones who can move the needle on revenues, not the product engineers and designers. So the salespeople end up running the company. John Akers at IBM was a smart, eloquent, fantastic salesperson, but he didn’t know anything about product. The same thing happened at Xerox. When the sales guys run the company, the product guys don’t matter so much, and a lot of them just turn off. It happened at Apple when Sculley came in, which was my fault, and it happened when Ballmer took over at Microsoft. Apple was lucky and it rebounded, but I don’t think anything will change at Microsoft as long as Ballmer is running it. “

“ Larry Page knew how to flatter Jobs: He asked if he could come by and get tips on how to be a good CEO. Jobs was still furious at Google. “My first thought was, ‘Fuck you,’” he recounted. “But then I thought about it and realised that everybody helped me when I was young, from Bill Hewlett to the guy down the block who worked for HP. So I called him back and said sure.” Page came over, sat in Jobs’s living room, and listened to his ideas on building great products and durable companies. Jobs recalled: We talked a lot about focus. And choosing people. How to know who to trust, and how to build a team of lieutenants he can count on. I described the blocking and tackling he would have to do to keep the company from getting flabby or being larded with B

players. The main thing I stressed was focus. Figure out what Google wants to be when it grows up. It's now all over the map. What are the five products you want to focus on? Get rid of the rest, because they're dragging you down. They're turning you into Microsoft. They're causing you to turn out products that are adequate but not great. I tried to be as helpful as I could. I will continue to do that with people like Mark Zuckerberg too. That's how I'm going to spend part of the time I have left. I can help the next generation remember the lineage of great companies here and how to continue the tradition. The Valley has been very supportive of me. I should do my best to repay.

“

“ Edwin Land of Polaroid talked about the intersection of the humanities and science. I like that intersection. There's something magical about that place. There are a lot of people innovating, and that's not the main distinction of my career. The reason Apple resonates with people is that there's a deep current of humanity in our innovation. I think great artists and great engineers are similar, in that they both have a desire to express themselves. In fact some of the best people working on the original Mac were poets and musicians on the side. In the seventies computers became a way for people to express their creativity. Great artists like Leonardo da Vinci and Michelangelo were also great at science. Michelangelo knew a lot about how to quarry stone, not just how to be a sculptor ”